



DEPARTMENT OF THE NAVY
NAVAL SPECIAL WARFARE COMMAND
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Ser 00/423
20 Aug 19

From: Commander, Naval Special Warfare Command
To: Major Commanders, Naval Special Warfare

Subj: GUIDANCE FROM THE COMMANDER

“Leaders will be judged by the Character and Performance of their Teams.”
ADM Richardson, CNO Navy Leader Development Framework Version 3.0, May 2019

1. **A CALL TO ACTION.** Our Force has drifted from our Navy core values of Honor, Courage, and Commitment and the tenets of our Naval Special Warfare (NSW) Ethos due to a lack of action at all levels of Leadership. We have found that a portion of this Force is ethically misaligned with our Culture. The root of our problem begins with members who fail to correct this behavior within their sphere of leadership and prioritize this misalignment over the loyalty to Navy and Nation. This erodes the foundation of trust we have earned with our leaders and the American people. All Hands will address this issue with urgent, effective and active leadership.
This drift ends now.
2. **LEADERSHIP IS THE SOLUTION.** The cause of these issues and the solutions to them, stem from the same source: LEADERSHIP. Strong insightful leadership is what will bring us through this and make us a better community as a result. We are a family that values ownership and accountability of our actions. We value the aggressive introspective study of our mistakes required to turn our weaknesses to strengths. We will be strong in character, strong in accountability, strong in moral and ethical foundations, and strong in leadership.
3. **ACCOUNTABILITY.** We will be the standard-bearers and hold ourselves accountable for all our actions. We will resolve to maintain and exceed the highest level of ethical and moral character, paying homage to our great history and heritage and the noble legacy of those that came before us. All Hands must place a strong hand of Leadership on the rudder of this NSW Formation and turn us to a true and steady course.
4. **DIRECTION.** The following guidance directs the initial actions we will take to gain and maintain good order and discipline across NSW. We must now take a “back to basics” leadership approach to correct our drift. I will hold the chain of command accountable as I am accountable for the good order and discipline in our formations. The Commander, Naval Special Warfare Command (COMNAVSPECWARCOM) Chief of Staff will promulgate follow on instructions and designate Officers of Primary Responsibility (OPR) via separate correspondence.

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5. I hereby:

- a. Direct a First Flag report to me regarding all E7 and above alleged misconduct. I reserve the right to withhold all Non-Judicial Punishment authority for those reports at my level as I deem appropriate.
- b. Direct the implementation of SEAL Team Platoon growth, ONLY AFTER we have groomed a sufficient inventory of leadership teams that have been adequately trained, certified and possess the highest standards of character and competence to fill the additional leadership positions in these tactical formations. We will only grow at the pace of excellence. The Force will maintain quality over quantity with the right leaders that demonstrate adherence to the highest standards.
- c. Direct the implementation of a quarterly Force-wide accountability and discipline tracker within 30 days. This tracker will be compliant to personal identifiable information (PII) policy and be used as a tool to ensure awareness and transparency of all disciplinary issues at a Force level. Echelon III commands will submit data on a quarterly basis to COMNAVSPECWARCOM Headquarters.
- d. Direct the implementation of a Leadership Development Program. This program will be designed to track and develop an individual's leadership and ethical development throughout their NSW career. Force-wide peer evaluations will be developed and implemented as the initial product.
- e. Direct the development of a plan to provide formal Navy Legal Education at the Platoon and Task Unit Leadership level.

6. Each Echelon III Command will immediately:

- a. Ensure intrusive leadership and oversight on ALL Command Navy Programs. Focus specific attention on the talent management and assignment of program managers for Sexual Assault Prevention and Response Program (SAPR), Drug and Alcohol Program Advisor (DAPA), Command Urinalysis, Command Managed Equal Opportunity (CMEO), Suicide Prevention programs, Equipment Accountability and Managers' Internal Control (MIC) Program. Echelon IV Commanders will brief the Echelon IV MIC Program certification statement to their respective Major Commander annually. Major Commanders will brief the Echelon III MIC Program certification statement to me annually. Submit a monthly Echelon III "Tone of the Force" commander's assessment via your bi-weekly Situation Report and be prepared to brief me your assessment during designated Major Commander updates. This report will take into account all force programs data and subsequent information you deem pertinent as you formulate your assessment. Proactively request and conduct COMNAVSPECWARCOM assist visits for areas of weakness and provide Echelon III assist visits to subordinate commands as required.

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- b. Implement the recommendations outlined in the Naval Special Warfare Ethics Action Plan (NSWC 28 May 2019—Incorporate Human Factors Council, Force Development Course, Tactical Ethical Training, Tactical Ethical Conditioning and Just Warrior Training). Provide updates in your bi-weekly Situation Reports and Quarterly status reports to COMNAVSPECWARCOM. Incentivize and place top performers for instructor and leadership roles in each of these areas. You will only allow your best to train and mentor our Force.
 - c. Implement an Echelon III grading criteria for performance of key leaders and units during the 18 month Inter Deployment Training Cycle (IDTC). You will openly publish the results to your units to provide recognition of high-performing leaders and units of competence and character.
 - d. Implement Naval Special Warfare History and Heritage into your battle rhythm. Educate, recount, discuss, and remember the great character, competence, and heroism of those that came before us.
 - e. Conduct a leader's offsite meeting no later than 60 days after a change of command at all Echelon III and IV commands. Include sessions on culture, ethics, accountability and good order and discipline.
 - f. Conduct routine inspections of your units and strictly enforce all Navy grooming and uniform standards, including adherence to all Navy traditions, customs and ceremonies. Specifically, you will direct Echelon IV command leadership to conduct uniform inspections during US Navy directed uniform shifts. You will direct establishment of weekly battle rhythm events to include quarters, command physical training and zone inspections. I will hold you accountable for all sub-standard issues related to your personnel on and off duty. We are U.S. Naval Officers and Sailors first and foremost and we will realign ourselves to these standards immediately.
 - g. Conduct formal selection boards for Leading Petty Officer and Leading Chief Petty Officers at the Echelon III level, as currently conducted for officer milestone positions. Echelon IV leadership composition will be briefed to the respective Major Commander by Echelon IV command teams during periodic Commander's Assessment of Readiness and Training (CART) briefs.
 - h. Suspend use and distribution of all unofficial unit insignia to include logos and patches at the Troop and below level. Until further notice, the only unit insignia authorized are those at the Echelon IV and above unit level that have been formally processed and approved in accordance with US Navy Regulations.
7. In our business, trust is earned by demonstration of competence and character. The responsibility of the Commanding Officer for his or her Command, is absolute. I charge all of you to perform at the highest level and own your responsibility with unmitigated competence and character—every time, everywhere. The mission is too important. The Nation needs us

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countering violent extremist organization, rogue regimes and in constant competition with peer and near peer adversaries. We own the problem and the solutions. We are part of an amazing community and legacy. We are a Family. I am confident we will lead ourselves to the highest standards as we right this ship and remain the Force our Nation expects.

"As a leader, you can't be the gray man. Those of you who are introverts need to change or find another profession, because if you aren't aggressive about establishing ethical standards, someone else will fill the vacuum." -- Lieutenant General James Mattis, Iraq 2006

GO LEAD WITH URGENCY



C. P. GREEN